

# ***TREASURER***

## **DESCRIPTION**

The Treasurer's Office is responsible for delivering world-class customer service in collecting current and delinquent property taxes as well as all

delinquent County debt, managing the annual vehicle license process, and investing the County's funds to obtain the highest yield with minimal risk.

## **FINANCIAL ACTIVITY**

	<b>FY2000 Actual</b>	<b>FY2001 Adopted</b>	<b>FY2002 Biennial Planned</b>	<b>FY2002 Adopted</b>	<b>Change FY2001 to FY2002</b>	<b>FY2003 Projected</b>	<b>FY2004 Projected</b>	<b>FY2005 Projected</b>
<b>Personnel</b>	\$1,782,210	\$1,826,400	\$1,881,300	\$1,933,300	5.9%	\$1,991,200	\$2,050,900	\$2,112,400
<b>Operating</b>	473,685	529,100	529,100	521,200	-1.5%	521,200	521,200	521,200
<b>Capital</b>	<u>8,773</u>	<u>9,000</u>	<u>9,000</u>	<u>9,000</u>	0.0%	<u>9,000</u>	<u>9,000</u>	<u>9,000</u>
<b>Total</b>	\$2,264,668	\$2,364,500	\$2,419,400	\$2,463,500	4.2%	\$2,521,400	\$2,581,100	\$2,642,600
<b>Revenue</b>	<u>717,375</u>	<u>750,100</u>	<u>532,900</u>	<u>791,300</u>	5.5%	<u>812,800</u>	<u>835,100</u>	<u>857,900</u>
<b>Net Cost</b>	\$1,547,294	\$1,614,400	\$1,886,500	\$1,672,200	3.6%	\$1,708,600	\$1,746,000	\$1,784,700
<b>FT Pos.</b>	41	41	41	42	1	42	42	42

Note: The Treasurer's Office had one customer service representative position added during FY2001.

## **BUDGET ANALYSIS AND EVALUATION**

The Treasurer's Office continues its commitment to improve the level of service to Chesterfield taxpayers into FY2002. The budget for FY2002 includes the addition of a customer service representative for the lobby area of the County Administration building. The presence of a staff person in the lobby to direct taxpayers to the appropriate office for transacting their business will greatly improve the service provided to customers visiting the County Administration building.

During FY2000, cashier work backlogs were kept to a minimum and wait times for taxpayers paying in-person were the lowest ever. These significantly improved results were the result of the Department's continued total quality focus, which includes employee input into process improvements. Automation will continue to play a key role in the Department's success, specifically, the Personal Property Rewrite Project scheduled for implementation during FY2003. This system will integrate various mainframe and personal computer databases, and provide needed automation in virtually all major departmental processes. The new

system will also provide customized reporting which is necessary in the areas of personal property assessment, business license enforcement, and accounts receivable collection.

The Treasurer's Office has continued to maintain a high service level despite the County's growing population and the robust economy. The Office has experienced a significant increase in workload in the past year in personal property billings and collections. FY2000 was the first full year of implementation of the Commissioner of the Revenue's automatic billing system where personal property taxes are billed automatically from vehicle purchases and relocations into the County as reported weekly by the Department of Motor Vehicles. (See the Commissioner of the Revenue's narrative for more information on this process). This has resulted in timelier billings and accordingly, a significant increase in net personal property billings compared to the previous year.

The Chesterfield County Treasurer's Office remains committed to providing taxpayers with

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convenience-oriented services. The Treasurer's Office provides many ways for County taxpayers to pay their real estate and personal property tax bills, utility bills, and vehicle license fees. For years, the Department has encouraged taxpayers to mail their tax payments to take advantage of the most efficient and effective process to pay taxes and vehicle license fees. Payments processed and decals issued through the mail have increased significantly since billings for taxes and decals were combined in 1997. The increased use of this service has enabled the Department to keep pace with increases in County population and tax billings without the need for additional resources.

Another convenience-oriented service offered by the Treasurer's Office is the Automated Payment Service (APS). This highly successful service gives taxpayers the option to directly debit a specified bank account to pay real estate and personal property taxes, vehicle license fees and utility bills. The program continues to experience steady growth, with over 3,000 residents opting to utilize the program.

Many taxpayers are taking advantage of the credit card payment program offered through a third party

vendor. In FY2000, there were 7,870 charges made for a total of \$1,394,686 to pay real estate and personal property taxes and utility bills. During the year, the vendor providing this service implemented the Internet phase of the program, allowing taxpayers to pay their tax bills, utility bills, and vehicle licenses via the Internet in a safe, secure manner.

Taxpayers can also pay their taxes, utility bills and vehicle license fees through participating banks and branches throughout the County.

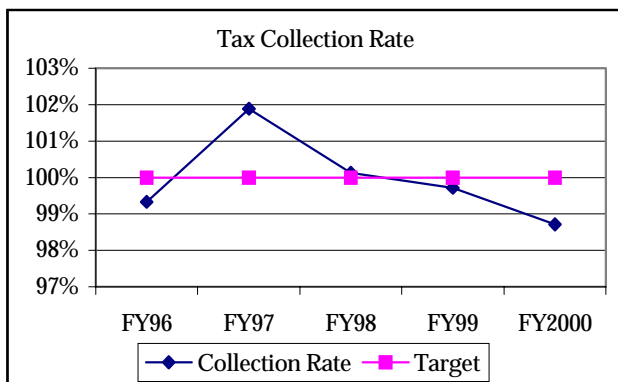
Legislative changes continue to have a major effect on operations within the Treasurer's Office. Due to the phasing in of the Personal Property Tax Relief Act of 1998, the Treasurer's Office does not expect this issue to significantly impact their Office until the Act is fully implemented. Upon full implementation, the Department expects to see workload decreases in certain areas of the Office. Part-time resources required in the past will significantly decrease in subsequent years due to expected decreases in phone and walk-in volumes. Any vacancies that occur will be reviewed and analyzed and resources will be redirected where needed to enhance service and increase collections.

## HOW ARE WE DOING?

**Goal:** To be the model for excellence in treasury management. Supports Countywide Strategic Goal Number 6.

**Objective:** Exceed legal and financial requirements

**Measure:** Tax Collection Rate



### Initiatives

- Delinquent Collections Policy
- Monthly monitoring reports
- Personal Property Rewrite System (in development)

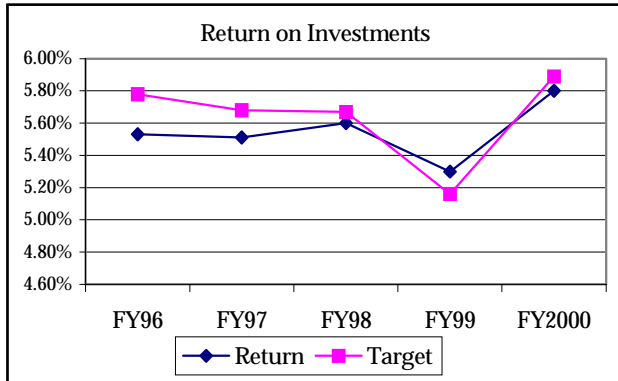
Note: Tax collections include delinquent amounts from previous years, therefore the collection rate could exceed 100% of the tax levied in years that delinquent collections are high.

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**Goal:** To be the model for excellence in treasury management. Supports Countywide Strategic Goal Number 6.

**Objective:** Exceed legal and financial requirements for investments

**Measure:** Average Return on Investments



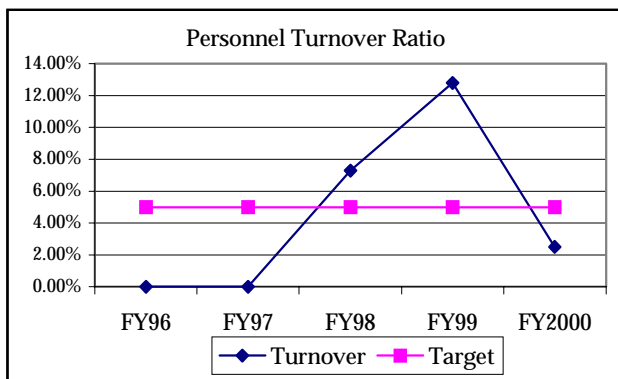
## Initiatives

- Investment Policy
- Investment tracking system
- Monthly investment report to the Board of Supervisors and County Management

**Goal:** To be the employer of choice. Supports Countywide Strategic Goal Number 5.

**Objective:** Recruiting and maintaining a quality and diverse workforce

**Measure:** Departmental turnover rate



## Initiatives

- Employee surveys
- Departmental Quality Circle
- Periodic employee- supervisor meetings
- Citizen surveys
- Employee awards/ rewards

## WHERE ARE WE GOING?

Automation will continue to play an important role in the operation of the Treasurer's Office. The Department anticipates significant service improvements upon the completion of the Personal Property Re-write and the Cash Receipts System Re-write.

The Treasurer's Office will maintain its commitment to customer service through the continuance of its many payment options and the exploration of other ways to increase convenience to the Chesterfield

County taxpayer. Options currently under consideration for future years include improvements to the physical location of the Treasurer's Office in relation to the other tax-related departments within the County, and the possibility of direct acceptance of tax payments by credit card rather than the use of a third party vendor.

Future year projections include minimal increases in personnel costs due to anticipated benefit increases.